Bench marking Managerial Development
& Succession Planning Programs

The Office of Human Resources Management has benchmarked major commercial firms, other Federal Agencies, as well as internal DOE organizations to determine the best practices and approaches to Managerial & Leadership Development and Succession Planning.

The following six-phased approach to assessing managerial and leadership development as well as succession planning was used by many major commercial firms:

I. **Business Diagnosis:** The diagnostic step to determine business drivers and rationale for creating a Leadership Development and Succession Planning System. Critical to this stage is consensus, a sense of urgency, and a future vision that is supported by management.

II. **Assessment:** Organizations need to know themselves from the "inside-out."   This has become the norm to drive change in organizations and in individuals.

III. **Program Design:** The program design should reflect the organizations' core values, vision and culture. The program should be customized to reflect these and also to reflect unique aspects of the organization.

IV. **Program Implementation:** Action learning is being used by many of these major firms. This is one of the biggest trends Following assessments and coaching. Programs must answer "What is doable, yet expands critical thinking processes?" "How do we set Senior Management expectations for the business value to be gained by the learning?, "How will action learning develop teams that can address significant business problems and issues?"

V. **On-the-Job Reinforcement & Support:** The support system beyond training and development programs is a key salient feature of leadership development systems. Coaching and mentoring are major trends in leadership development.

VI. **Evaluation:** Evaluation is the capstone, the point where organization's gain insight on revising and strengthening their Leadership Program, eliminating barriers to its use, and assessing the Program against its intended goals. Do participants see the connection between the program and business results?